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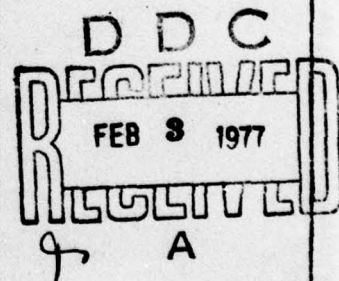


PROGRAM MANAGEMENT COURSE INDIVIDUAL STUDY PROGRAM

EFFECTIVE TIME MANAGEMENT
IN THE PROJECT OFFICE

STUDY REPORT
PMC 76-2

THEODORE MERCER BROSTROM
MAJOR U.S. ARMY



FORT BELVOIR, VIRGINIA 22060

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DEFENSE SYSTEMS MANAGEMENT COLLEGE

STUDY TITLE:

EFFECTIVE TIME MANAGEMENT IN THE PROJECT OFFICE

STUDY PROJECT GOALS:

To find out if project managers have enough time to adequately perform their management duties, how their time is spent, and the time management problems encountered in the conduct of their job. Finally to determine how these impediments can be overcome and to develop a set of time management principles to achieve effective use of available time.

STUDY REPORT ABSTRACT:

✓ A survey of 18 students in Executive Refresher Course 76-3 (PM's, Deputy PM's, and others at GS-15/Colonel level or higher) at the Defense Systems Management College was conducted to determine if project managers have difficulty in the management of their time, how many hours they averaged at their job each day, and the distribution of their time with respect to various time consumers. Results of the survey revealed that two-thirds of the PM's did not have enough time to adequately perform their management duties, were spending 12 hours a day at work, and took home an average of over one and a half hours worth of work each night.

Time management principles that were developed from a review of related research were given an abbreviated test among 11 students of Program Managers Course 76-2 at the Defense Systems Management College. The results of the survey of the students who responded were unanimous in their conclusion that the principles were helpful in managing their time and thought that they would be helpful to a project manager.

It can be concluded from the study that project managers have difficulty in managing their time and that although neglected; time management should be taught to project managers so as to preclude spending an inordinate amount of time to accomplish their job. An understanding and use of the time management principles delineated in the study should allow the manager to make much more effective use of his available time. ^

Key words: Time Management, Management Methods.

NAME, RANK, SERVICE Theodore M. Brostrom, Maj, Army	CLASS PMC 76-2	DATE 5 November 76
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**EFFECTIVE TIME MANAGEMENT IN THE
PROJECT OFFICE**

An Executive Summary

of a

Study Report

by

**Theodore Mercer Brostrom
Major U.S. Army**

November 1976

**Defense Systems Management College
Program Management Course
Class 76-2
Fort Belvoir, Virginia 22060**

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EXECUTIVE SUMMARY

The predominant opinion that project managers (PM's) work long hours and are confronted with an increasing amount of demands placed on their time has been subject to some contention. In May 1974, Major Joseph Laposata conducted a study for his Individual Study Project (ISP) to determine how one project manager spent his time. Major Laposata discovered that his project manager spent 10.5 hours on the job and carried home another 1.47 hours worth of work each night. At first glance, this appears to be an inordinate expenditure of time each day by the project manager. Naturally the question followed: Is this the exception or the rule? If it is not the exception, what are the problems and how can a project manager gain control over time?

A sample of students in the Executive Refresher Course (ERC), Class 76-3, composed of PM's, Deputy PM's, and others at the GS-15/Colonel level, or higher, surveyed revealed that the Laposata Study (10)¹ was not an isolated case of a project manager spending 10.5 hours each day at work—it was worse! The PM's in the ERC survey actually averaged 12 hours a day at their job and took home another 1.83 hours of work each night. Two-thirds of the project managers felt they did not have enough time to adequately perform their management duties.

¹This notation will be used throughout the report for sources of quotations and major references. The first number is the source listed in the Bibliography. The second number when used is the page in the reference.

A review of related research revealed that time management problems such as interruptions, procrastination, lack of priorities, lack of delegation, meetings, correspondence, too much reading, crisis management, red tape, higher headquarters, etc. are problems common to most managers. Most shocking, however, is the realization that time management training has been neglected by management training institutions. Thus the basic concept of planning one's time by the use of the Pareto Principle in prioritizing activities to achieve goals has been disregarded in management training.

A set of principles were developed from the review of related research and tested in Section D of Program Managers Course 76-2 for a week. The results of the survey from the 11 students who responded were unanimous in their conclusion that the time management principles were helpful in managing their time, and they thought the principles would be helpful to a project manager.

It was found that managers (including project managers) as a general rule have great difficulty "finding enough time" to accomplish all their managerial duties. Peter Drucker's words, "Time is our scarcest resource and unless it is managed, nothing else can be managed," (12:2) alludes to the need for formal time management training. It is the recommendation of the author that time management training be instituted for those who may one day become project managers.

**EFFECTIVE TIME MANAGEMENT IN THE
PROJECT OFFICE**

STUDY REPORT

**Presented to the Faculty
of the
Defense Systems Management College
in partial fulfillment of the
PROGRAM MANAGEMENT COURSE
CLASS 76-2**

by

**Theodore Mercer Brostrom
Major U.S. Army**

November 1976

**Study Project Advisor
LTC Donald S. Fujii, U. S. A. F.**

**This study represents the views, conclusions, and recommendations
of the author and does not necessarily reflect the official opinion of the
Defense Systems Management College nor the Department of Defense.**

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EFFECTIVE TIME MANAGEMENT IN THE PROJECT OFFICE

SECTION I

Introduction and Purpose of Report

"Time is the most valuable
thing a man can spend."

—Theophrastus
d. 278 B.C.
(1:104)

Background

Poets and philosophers have recognized the importance of time, and Theophrastus says it about as well as anybody. Certainly Queen Elizabeth I knew the value of time as her last words were: "All my possessions for a moment of time." (4:38) Even Napoleon Bonaparte, one of the greatest leaders, commanders and managers of all time had a good perspective on time. Napoleon was quoted as having told one of his subordinates: "Go sir, gallop, and don't forget that the world was made in six days. You can ask me for anything you like, except time." (4:205)

Do you have enough time? If your answer is a resounding no, you are echoing the response of the vast majority of managers. Each of us already has all the time there is. Thus we discover the paradox of time: Few people have enough; yet everyone has all there is. (12:0) Time is totally perishable; it cannot be bought, stored, or accumulated, and nothing can be substituted for it. It cannot be turned on and off like a machine or replaced like a man. We are forced to spend it, whether we choose to

or not, and at a fixed rate of 60 seconds every minute. Chaplin Tyler said that: "Time is the most inexorable and inelastic element in our existence." (12:2) Time can be either managed or mismanaged. Author and Consultant Peter Drucker observed that: "Time is our scarcest resource and unless it is managed nothing else can be managed." (12:2)

Major Laposata of PMC Class 74-1 studied an individual Project Manager for a period of two weeks. The results of Laposata's study concluded that his Project Manager had averaged over 60 work hours each of his two weeks (53.5 at the office and 7.4 outside the office). This of course means that his Project Manager was spending over ten hours a day at the office each day. (10:9) This figure was not a surprise to me as I had observed my own Project Manager arrive early and stay late while I was assigned to the Pershing Project Office from 1971 through 1973. This says either of two things: either the individual can't get his job done in an eight hour workday, or he likes to spend well in excess of eight hours each day at the office. Another observation that I have is that a PM spends a good deal of time "putting-out-fires" as opposed to running a well planned organization. The big area of concern then is this: Are these just isolated circumstances, or do most project managers spend about eight hours a day and have sufficient time to do everything they need to do as a manager?

Purpose

The purpose of this study then is to find out if project managers do have enough time to adequately manage their projects. If it is confirmed

that a problem exists, then an attempt will be made to define the problem, identify the major impediments to the effective use of time that is available to the project manager and to determine what can be done to alleviate or manage those impediments. This study will conclude with a set of principles or guidelines to help the project manager make the most effective use of his time. Finally, if we can twist Peter Drucker's words around, this study should allow a project manager to say: "Since I can manage my scarcest resource (time), then I should be able to manage the project."

Methodology

After several consultation periods with LTC Don Fujii of the Defense Systems Management College (who originally offered the author this good topic to look into) it was decided to find out if the project manager really did have trouble with the management of his time. The opportunity was available to conduct a survey of the members of Executive Refresher Course (ERC) #76-3. The ERC class is normally composed of senior level people in the acquisition process in the grade of colonel up to the two-star general/flag rank or equivalent GS/industry level. So within the confines of the college there existed the means to obtain a good sample of project managers/deputy project managers and others involved with weapon systems acquisition.

The ERC Survey (Appendix A) was developed to find out if these senior level managers had a problem with time management, how much

time they actually spent at the office, how they allocated their time at the office, and to find out if any of these senior level managers had any special techniques for time management.

In addition an abbreviated field test of some time management principles was conducted by using the students in D Section of Program Management Course 76-2. The purpose of the test was to determine whether or not such principles or guidelines (Appendix B) had merit for an individual in an academic environment. The results must be accepted with caution because the individuals were not project managers and had only one week to try out the principles.

SECTION II

Review of Related Research

What is Time?

Is time a scarce or endless commodity? Should we use time carefully so as not to waste a fraction of a second or should we not worry as there is always a tomorrow? To picture the matter schematically, time may be seen as either a circle or a straight line. The circle suggests repetition and continuity for time is measured by natural events such as the sun's movement, the moon's phases, the seasons, birth, and death. Measurement is gross. If the present is wasted, it will come around again. Today will return tomorrow for life and time are endless repetition. Such a philosophy connotes a life that is unhurried, even serene. But, consider the line. Tying the time line to one's life gives another entirely different perspective. Here time is clicking off the seconds until one dies and each moment is to be treasured and savored. (16:6)

The hourglass, scythe, moving arrow, father time, terrifying chronos devouring his children—all are part of the rich imagery man has constructed for time. These images with their emphasis on consumption, disappearance and decay, have been the dominant symbols in our exploration of time and management. (16:94) Men of action such as businessmen and managers are particularly subject to time. The first citizens of Europe to carry timepieces were businessmen in the Seventeenth Century. The use of clocks in the monasteries of the Middle Ages gave regularity

to human life at a personal level. Time became objective and impersonal —it was all relative to the mechanical timepiece rather than to the seasons or natural rhythms that had dominated in the past. Time keeping had become time serving. (16:4)

John Humble in his book Management by Objectives in Action said:

"Managers have three major resources at their disposal: their own skill and experience; the goodwill and trust of their colleagues; and time. In the short run, time is the most limited and flexible of these resources. We all know this is true, yet we are all guilty of squandering our time resources." (6:213)

As a resource then we can determine the way we spend our time. Like any other resource, time is either managed or mismanaged. (12:2)

Importance of Time

One only need look at history to determine that time is indeed important. Consider the psychological effect of time when it is considered a personal possession. The Gregorian calendar was adopted in England in the middle of the Eighteenth Century; it caused the day after September 3, 1752 to be September 14 rather than September 4. To the populace, the Government and the Church had "stolen eleven days of their life and rioting ensued." (4:44)

Another perspective on time allows one to gain even a deeper feeling for its importance. Consider the fact that at some point in one's life only one-sixtieth remains (this is true since one can divide a number into any given fraction). Suppose then that a person through some divine

revelation finds out when he only has one-sixtieth of his life remaining; from then on each second will be as valuable as a minute and each minute will be as valuable as an hour. One's immediate reaction would be highly sharpened senses. One would want to notice not only the leaves but the veins in each leaf and how they actually fit on the tree. Wait though, doesn't life pass by that fast anyway? Think back ten years, doesn't it seem like it was almost yesterday? (4:40)

Alan Lakein, a noted time management consultant, relates time in a more personal sense by stating that: "When all is said and done, there simply is nothing more important in your life than your time... We all must live on 168 hours a week." (8:13) Alan Lakein goes on to translate this importance to one's personal life by asking one to define his goals from three perspectives: his lifetime, next three years, and finally the next six months. (8:30)

The Time Problem

Senior managers have special problems to solve in the effective use of their time. Since the discretionary part of his job is large and the prescribed routine tasks are not time-consuming, considerable personal discipline is required. Another difficulty is that concentration on a manager's important tasks is constantly interrupted by claims on his time from subordinates, or overwhelmed by problems surfaced by others. (6:214)

Alan Lakein identified three main time problems common to business executives. First, many executives don't know what to do with their

lives—they have firm business goals but are drifting along without priorities or goals in their personal lives. Secondly some people know what they want from life but they don't know how to achieve their goal. Then thirdly is the group who know what they want and how to attain it, but they procrastinate and fail to achieve their goals. (9:45)

Aside from the problems mentioned above, the military manager is confronted with a different twist. Although not entirely true, the following quote gives an indication of the problem:

"For one thing, there is a lack of institutional memory in the American organization in Vietnam. Any lessons learned here have not been transmitted to people who followed the people who learned the lessons. This is due primarily to the short tours of duty, the rapid turnover of people. The one-year tour—especially for people in command jobs or running programs—has been disastrous. A person comes in, works hard for a year and then leaves, giving the job to someone else with no experience... dominance of the present over the future can be as great. Short-term performance standards encourage many managers to concentrate on the new. Frequently they feel that they are rewarded or punished for this year based upon short-run, objective measures of profits, costs, and growth. In the long run they will be dead—or transferred." (16:139)

Thus we can see that a military program manager faces many problems associated with time management. The problem of course is not managing the time per se but how to manage ourselves with respect to time. Keeping this distinction in mind then, how does one find the time to do all the things one is called on to do? Are there enough hours in the day, or is one running on an organization treadmill, working desperately to keep

even. How does one handle appointments, subordinates, correspondence, reports, the telephone, etc. ? (5:1)

Need For Time Management

In the previous discussion of the problem, the need for time management was surfaced albeit indirectly. But consider the following passage:

"Investors want a greater return for the use and risk of their money; we suffer from waste in government; the public is concerned about the cost of patient care in hospitals; education is becoming an enormous problem; the military burden is oppressive. Doesn't much of the answer to these and other problems lie in increased effectiveness—better time utilization—by the business executive, the city manager, the dean, the hospital administrator, the general and the admiral? And must it not also lie with the subordinates who are readying themselves for higher positions of responsibility and authority?" (4:35)

This view implies that the project manager (or any government manager) needs to control his time, if not out of his own desire, then by virtue of the fact that the taxpayer, as the stockholder, demands to be shown a return on his investment. Needless to say, the last sentence could have been left off the above passage, but it is germane to this study that it too be included. The rationale for its inclusion will be evident later in this study, but suffice it to say that everyone has a boss somewhere.

Many years ago Francois Rabelais wrote: "How shall I be able to rule over others if I have not full power and command of myself?" Of course this view expresses the contention that managers must actively control as much of their time as possible. Implied from this (much as from

Peter Drucker's words expressed earlier) is that one is not really a manager if he lets the job rule him rather than the reverse. (16:60) It follows then that effective management of one's time is not only a nicety, but is also a requirement.

Myth of Hard Work

The myth of hard work is best described by Robert Pearse of Boston University who has called it the "buckets of sweat syndrome", which implies that the harder one works, the more he gets done. The adage "work smarter not harder" has its foundation in the recognition of the fallacy of this assumption because there is no direct relationship between hard work and positive accomplishment. It has been shown that a manager getting little done may well attempt to offset his ineffectiveness by appearing to work hard. (12:11) Consider the following excerpt:

'Clarence Randall indicates how to recognize the executive work addict, the self-appointed martyr, the Horatius at the bridge, convinced of his pivotal responsibility, the need for his sacrificial effort, and his monumental contribution to the organization. You will know him by his messy desk (too busy to straighten it out), by papers strewn in disarray (all important papers come to this desk), by the hasty sandwich brought in by a harried secretary..., by the bulging briefcase lugged out the door after everyone else has gone home (at least someone cares enough about the work to worry about it after hours), by the quick kiss for his wife on late arrival home and the impatient query, "Why isn't dinner ready?" ...by the panic departures on emergency trips, and by the inability to meet deadlines—and the endless routine...' (12:9)

The scenes just described can be found in many offices and may very well

typify some project offices in the Defense Department. It is interesting to note that MBO (Management by Objectives) makes it clear that a manager should be judged not by his long hours of work, but primarily by the results he achieves. (6:214)

Parkinson's Law states that: "Work expands to fill the time allowed for its completion." (8:60) What is apparent in the atmosphere previously described in the "buckets of sweat syndrome" is a sort of Parkinson's Law in reverse—choosing to extend the time available (whether the task demands it or not), rather than expanding the task to where it fills the time. (12:10) This is all very much akin to the motto of the French cavalry: "When in doubt—gallop!" (12:11)

How Do Managers Use Their Time?

It is important at the outset of this discussion to understand that there are basically two categories of time: Response Time and Discretionary Time. Response time is that time not under control of the manager. It is often thought of as uncontrollable time, job-imposed time, required time, or fixed time. Discretionary time on the other hand is time that a manager can control and can be thought of as self-imposed time or disposable time. (16:60)

Senior executives rarely have a quarter of their time available for discretionary purposes and in government the discretionary portion of an individual's time usually decreases. As a general rule, the higher the level an individual attains in an organization the smaller the proportion of

time that is available to him in a discretionary manner. The effective executive knows that he must somehow consolidate his discretionary time. (3:49)

In a 1968 survey of 179 Chicago-based companies the typical top executive worked a 63-hour week: 53 in the office and ten outside the office (meetings, conferences, entertaining customers, etc.). (13:6) Major Laposata's study conducted in 1974 of one project manager over a two week period disclosed that he averaged 53.5 hours per week in the office and 7.4 hours outside the office for a total work week of 60.9 hours. These two results are very similar, but based on a sample size of one for the latter there is some doubt as to what the true values might be—but it certainly is an indicator. (10:7) Later in this study more comparisons will be made based on the ERC sample previously referred to.

The chief complaint of the Chicago executives was that their time was not always well spent. Each week they attended two or three meetings that they considered as being too long. In addition they spent too much time following up on the decisions made. Less than a fifth had their secretaries place outgoing calls. Only 21% used a dictating machine and about 40% wrote their memos or letters in longhand before giving it to their secretary to be typed. (13:6) These are only a sampling of the problems encountered, but they will be explored in more detail later in this study.

Neglect of Study of Time in Management Courses

Earlier in this study some discussion was devoted to the importance

of time. Certainly managing is important and is taught at a variety of institutions. Other disciplines connected with management are also taught, such as finance and accounting, contracting, the human side of management with its theory "x" and theory "y"; but this writer has no knowledge of any management course offering a course in time management. Research literature does not shed any additional information except to recognize that it is a neglected area as exemplified by the following: -

'One reason for this oversight may be our failure to recognize that "time management" is actually a misnomer. In the strict sense one does not manage time, for the minute hand is beyond our control. It moves relentlessly on. Time passes at a predetermined rate no matter what we do. It is a question not of managing the clock but of managing ourselves with respect to the clock. Once we see this principle, we readily understand why the management of time brings us face to face with what seems to be a staggering array of problems.' (12:3)

A very convincing argument is made by Curtis H. Jones in the July-August 1968 edition of Harvard Business Review entitled "The Money Value of Time." In this article, Jones reasons that saving executive time is the largest "industry" in America. He states that it employs more than ten million clerks, bookkeepers, stenographers, typists, and office machine operators whose primary function is to gather information, process it for the use of decision-makers, and fill in the details of the broad decisions made by managers. Mr. Jones argues that decisions can be handled more effectively by treating the minimization of demands on executive time as a criteria against which alternatives are measured.

Throughout his article, Mr. Jones talks of rate of return on executive time in the context that in the introduction of new products or in entering new fields, the limiting resource of a firm is not capital but executive time. Throughout his article, Mr. Jones uses the jargon of the corporate financier with such terms as "present value" and "expected value" as applied to executive time. His article ends with this statement:

"As executive time gains explicit recognition as the important scarce resource, it seems likely that organizations will find it useful to have a staff officer specifically entrusted with the responsibility of helping executives make the best use of their decision-making time." (7:101)

This prompts the obvious question: Where will the staff officer that is specifically entrusted with helping the executive make the best use of his time get the training?

Time Wasters

To give some idea of the time wasters faced by managers, consider the partial list that follows: unclear objectives, poor information, procrastination, lack of feedback, too much reading, interruptions, telephone, no time planning, meetings, beautiful secretaries, lack of delegation, lack of self-discipline, visitors, lack of priorities, junk mail, poor filing, fatigue, red tape, coffee breaks, socializing, mistakes, pet projects, can't say no, poor communication, span of control, crisis management, peer demands, and so on. (12:5)

Some of the time wasters listed above are certainly familiar to the vast majority of managers. This then assists in redefining the objective

of this study. Peter Drucker said that "Poor management wastes everybody's time—but above all, it wastes the manager's time." (3:46-47) If wasting time is doing nothing, then doing something that accomplished some goals would be effective use of time. It has been suggested that a very stimulating exercise is for one to write his obituary—for now and for some time in the future. After finishing with the statistics and family items a basic question will remain: "What did you do?" Was time used effectively? (4:60)

The Internal Monkey Wrench

When one is asked to identify the major time wasters, he (or she) will usually generate external causes first, such as the telephone, meetings, visitors, paperwork, and delays. After considerable discussion of the problems encountered in time management a new source is invariably surfaced—the man within, who generates such time wasters as lack of delegation, lack of plans and priorities, the open door policy, and procrastination. (12:4) It takes a willingness to be self-critical, to see how much of our ineffectiveness is caused by ourselves. When one can admit error with impunity, the real reason comes to light. The cartoon character Pogo said: "We has met the enemy and they is us." (12:7)

This ability to overcome procrastination or breaking bad time management habits requires that one be able to look in the mirror for that Pogo in us. The basic ingredient for success in getting things done is determination. There is no secret—just the one word—determination. If

the need for success, money, position, power, fame or anything else is great enough, then the conditions are present for doing something about it. (4:28) To get started, one must ask himself the right question: "Since I'm going to do it eventually, do I really want to pay the price of delay?" (8:136)

Gerald Achenbach, the chief executive officer of Piggly Wiggly Southern (a supermarket chain), was asked his philosophy of managing time. He replied that: "It's your time you're spending. You should be its master and not let it master you. You can't master your time unless you're first willing to master yourself." (12:15)

Pareto Principle

Joseph Juran was the first to apply the terms "trivial many" and "vital few" to Mr. Pareto's principle that 80% of the value is derived from 20% of the items. This can be shown best by the following figure. (12:52)

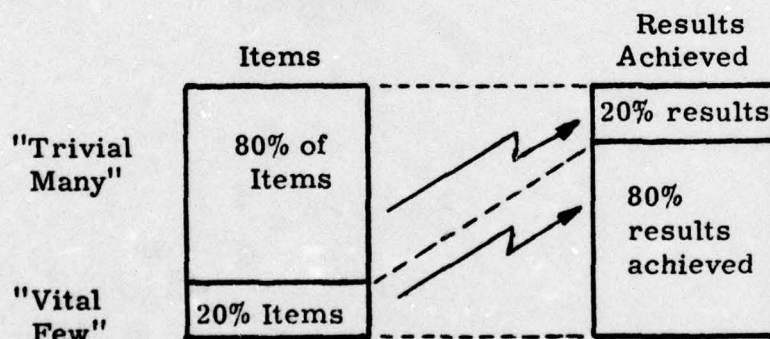


Figure 1.

The Pareto Principle is used in a wide variety of applications such as a general rule that 20% of the customers give 80% of the sales, 20% of the items account for 80% of the cost, 20% of the employees account for 80% of employee problems, or that 20% of the salesmen yield 80% of total

sales. When applied to time management the Pareto Principle is translated to the following: that 20% of the time spent on the correct items will yield 80% of the results achieved. (8:71)

Management by exception is based on the Pareto Principle. It holds that only significant deviations from the planned performance should be reported to the responsible executive to conserve his time, energy, and ability. When this principle was first proposed as a management doctrine it was thought to be too obvious. The question is, "If it is so obvious, why is it practiced so little?" (12:53)

Importance of Planning

Managers who resist planning because they "don't have time" are failing to look ahead to the future long range savings of time or the improved performance that usually results. Mr. Greenwalt, former president of DuPont, observed that top-notch workers usually plan their work first and then carry out their plan at a relaxed rather than a frantic pace. Greenwalt also said that "...for every moment spent planning saves three or four in execution." (12:41)

It is strange that one of the reasons for failure to plan is that "putting out fires" takes precedence over planning for tomorrow which insures an ample supply of fuel to be consumed in future fires. Some noted managers call this phenomena the "tyranny of the urgent." It is important to note the distinction between urgent and important. The urgent task rarely needs to be done today but instead calls for instant action. The

momentary urgency of these are irresistible and devour our energy. But in the light of time's perspective we note that the important tasks were pushed aside thus realizing the tyranny of the urgent. (12:43)

How often has one heard the comment, "If only I were in control!" What many people fail to recognize is that control begins with planning. Another way of looking at planning is bringing the future into the present so something can be done about it now. (8:25) As a general rule, the less time a person feels he has to spare, the more important it is that he plan his time carefully. Ten minutes at the beginning or end of the day will repay the effort many times over. (8:45)

Goals, Activities, Priorities, and Schedules

If one were to pick the most important element of this study it would have to be this area concerning goals, activities and priorities because it is the framework for planning that was just discussed. Much of what follows is the work of Alan Lakein who has recently become noted for his consulting work in time management. Alan Lakein's approach ties time and life together and treats them as one, hence his concern for life time goals. This study, however, concerns a project office and accomplishing the goals of a DOD program or project. The principles discussed, however, apply to both circumstances.

The first task in time management is to identify all possible goals (ends that one strives to achieve). After listing all of your goals then sort them into three groups: Groups A, B, and C. Group A goals should be the

most important with lesser importance goals in the B category and the goals having the least priority in Category C. Having categorized the goals according to their importance, the next step is to prioritize the A goals with A1 being most important, A2 second most important, A3 next, etc. Then prioritize each of the B goals into B1, B2, B3, etc., and do not prioritize the C goals as will be explained later (8:35).

The second task is to list all the activities to accomplish the A1 goal, all the activities to accomplish the A2 goal, all the activities to accomplish the A3 goal and so forth. The next step consists of prioritizing each of the activities for the A1 goal, then the activities for the A2 goal, A3 goal and so forth. The major caution to be observed is not to confuse activities with goals. Goals can't be done—one can only do activities. If one's goal is to have a healthier life, then the activities might be as follows: not eating dessert, exercising three times a week, and giving up smoking for 24 hours. (8:37-39)

The preceding tasks help define exactly which activities must be scheduled on a daily worksheet in order to accomplish the A-goals. The list of C goals previously defined (the least important goals) should be placed into a special drawer of your desk called the "C-Drawer." The B goals (second most important) can either be set aside or resorted into A and C goals. (8:76) It is very important, however, that one keep in the back of his mind the Pareto Principle that one's time should be spent on those 20% of the items that yield 80% of the results.

Another key point is that every project is on somebody's "must" list. As most managers do not like to say no, they establish priorities and then add "just a little bit" of about 85 other things, which results in nothing getting done. One simply cannot achieve excellence without concentrating effort on the critical areas. Central to all of this then is the ability to say "no." (12:56)

Having developed a list of prioritized activities for the A1 goal, A2 goal, etc., then all one needs to do is to block out time in 15 minute, 30 minute or whatever time segments might be required for the activity. (8:47)

There are basically four types of time scheduling for activities required to accomplish the goals previously discussed. For illustrative purposes, consider that one has ten hours of uninterrupted time in which to work on four prioritized activities: A-1.1 (priority 1 activity for the A1 goal); A-1.2 (priority 2 activity for the A-1 goal), A-1.3, and A-1.4. Type 1 time scheduling would establish relative priorities, such that one would spend four hours on A-1.1, three hours on A-1.2, two hours on A-1.3, and one hour on A-1.4. Type 2 time scheduling is a "spill-over" technique, which would have one work on A-1.1 until finished, up to a maximum of ten hours; then he would undertake activity A-1.2 until completed, and so forth for activities A-1.3 and A-1.4. Type 3 time scheduling would put two and a half hours on each activity, A-1.1 through A-1.4, and the priority factor enters the picture only when there is a conflict between which should get done first (such as a scheduling problem).

Type 4 time scheduling takes into consideration the required order of completion and might have one and a half hours scheduled for A-1.1, five hours for A-1.2, one-half hour for A-1.3, and three hours on A-1.4. (12:51) Perhaps the figure below will assist in conceptualizing the foregoing.

<u>Types of Time Scheduling</u>				
	<u>Type 1</u>	<u>Type 2</u>	<u>Type 3</u>	<u>Type 4</u>
<u>Activity</u> <u>Priority</u>	<u>Relative</u> <u>Priority</u>	<u>Spill</u> <u>Over</u>	<u>Conflict</u> <u>Modification</u>	<u>Completion</u> <u>Order</u>
A-1.1	4	10	2-1/2	1-1/2
A-1.2	3	0	2-1/2	5
A-1.3	2	0	2-1/2	1/2
A-1.4	1	0	2-1/2	3
Total time	10	10	10	10

Figure 2.

Time Management Bottlenecks

Any discussion of time management would not be complete without words of advice on typical business situations that allows one to either save or waste time. The reader may find this portion of the study more interesting than the preceding as it deals with the real life business situations. The intent is to show the manager how to avoid the "time ambushers" and also how to multiply the time he has available.

It has been said that business travels at the speed of paperwork. Therefore several things need to be done to manage this area. First of all, don't ask for it unless needed, don't record it (why have a record?), throw it away (avoid the attic syndrome), discontinue (check for need—

break old habits), and use the telephone (short circuit the paper mill). (8:138) Secondly, use a dictating machine and don't write out by longhand (the ratio is 20 words per minute to 150 words per minute). Also, write short letters—Lincoln's complete letter to Governor Curtin of Pennsylvania on 8 April, 1861 (eve of Civil War) was: "I think the necessity of being ready increases—look to it." (4:166). Lastly, avoid memos like the plague; they usually break out into these categories: Postponement (note saying you will act), Demonstrate Efficiency ("following my note of last month..."—I've found my note, can you find yours?), Militant Memo (a missive from a mild little man), Accusative Memo ("For the record"), and the Status Memo (From the desk of...). (12:76)

A major time saving technique for the manager is delegation. It must be kept in mind that it saves time for the delegating manager but it doesn't save time for the organization. Delegation always uses more total time. (16:66). As a general rule the manager should delegate those activities that maintain stability (programmable) and are periodic in nature. The manager should retain those activities concerned with change and discretionary activities (planning and innovating). Some of the barriers to delegation are: insecurity, refusal to allow mistakes, lack of confidence in subordinates, perfectionism, disinclination to develop subordinates, preference for operating, demands to know all the "details," fear of being disliked, and lack of skill in balancing workloads. (12:133) The recipient of delegation, on the other hand, needs sufficient authority, a clarification

of the resources available (money, personnel, facilities, and time) and should specify the feedback conditions. (2:153)

Another source of consternation is meetings. Everyone knows the familiar rules of having a purpose, an agenda, a start and stop time, and so forth—but what goes wrong? Controlling the meeting is usually the problem and this means controlling the people at the meeting. It is important to note the various group blocking (time consuming) roles evident at a meeting: the aggressor (criticizes and disagrees), the blocker (rejects others views, cites unrelated topics, etc.), the withdrawer (converses privately, self-appointed note taker), status seeker (boasts, conscious of his status), dominator (tries to take over, manipulate), special interest (uses group's time to plead his case), playboy (show-off, nonchalant, cynical), self-confessor (talks of his feelings and insights), and the devil's advocate (who is more devil than advocate). (12:103) Another little used but highly successful technique is to hold "stand-up" meetings as people tend to work faster when they are somewhat uncomfortable. (4:182)

Reading is another area that brings constant criticism from managers. The key to reading is to read smarter rather than faster—most people revert to their former pace of reading after a few weeks upon leaving a speed reading course. (8:83) This means that one should read the A priority reading and cut out marginally informative reading. The way to read a book is to read it like a newspaper; begin with the "headlines," the table of contents and then home in on the "meat" of the book

and get the key ideas. (9:46-47) One of the most effective techniques is to let others read for you by delegating reading assignments, which has these qualities: Keeps the team informed; the manager is appraised of only the most important parts of the reading; it insures that printed matter is immediately circulated to interested people; and it takes the "reading monkey" off your back. (12:78)

Hardly enough can be said for the good secretary. The physical placement of the secretary is a major consideration in the work layout for the office. The secretary should be a buffer to help shield the boss from "walk-ins" and other interruptions. (12:68) Some of the ways that a secretary can conserve time for the boss are as follows: receiving and courteously disposing of people asking the boss for favors; providing information to other bosses who do not need the information directly from the boss; shielding the boss from multitudinous demands upon his time from community activities; providing facts for the boss on important matters; screening correspondence and drafting much of what needs to be sent out; and finally, serving as an escape valve when the boss needs to "blow off" to someone. (2:155) Subordinates and other visitors should be encouraged to make appointments through the secretary and she should also be told when the boss makes an appointment. (5:12) The secretary to be effective needs to be an extension of the boss.

Earlier in the study reference was made that "everyone has a boss somewhere." This person is called the subordinate and he also has time

management problems. In a list of bottlenecks to effective time management invariably "higher headquarters" or "boss" will appear. In this regard one has to ask himself, "Am I my subordinate's problem?" Bosses are known for constant reordering of priorities (don't throw away the C drawer!), visiting on unimportant matters, "checking up" on operations, and a host of others. (12:144) To preclude "dropping in unexpectedly" make appointments with your subordinates for a definite date, time, and duration. This has a two-fold purpose: it reinforces your desire that subordinates make appointments through your secretary, and it shows the subordinate that you respect his own time management problems.

The telephone can be a tremendous problem to the manager. A quote from Alec MacKenzie's Time Trap is so appropriate:

A devastating factor in the battle for control over our environment is the incoming call. On this tactical battlefield lie the shattered nerves of many a manager who conquered other, more important time robbers. (12:93)

The key to much of this of course lies in working with the secretary and using her ability to buffer the incoming call.

SECTION III

Survey of ERC Students

Survey Format

Appendix A is the questionnaire used to survey ERC Class 76-3 between 20 and 24 September 1976. Participating in the study were three PM's, eight Deputy PM's, two Industry/Civilian, and five others. By grade there were five GS-15's, two Lt Col's, one GS-16, eight Colonels, and two Industry/Civilian. The two Industry/Civilian respondents were program directors.

The format of the questionnaire was designed to find out what managerial capacity the respondent is currently occupying. Question 3 is worded to find out how the respondent feels about the notion of whether he has enough time to perform his management job. This is more perception than anything else as everyone has the same amount of available time.

Questions 4, 5, and 6 were designed to determine if the respondent is spending more time at work than he feels he should. By adding responses to questions 5 and 6 one can determine the total amount of job related work time the respondent consumes each day.

Question 7 was designed to measure how much time was actually spent in the various activities listed as time consumers. Another consideration was the amount of time the respondent averaged away from his office each week on TDY or trips (for civilians) which can be determined from question 8.

Question 9 was an open-ended question as to what techniques or devices the respondents used in managing their time. It was hoped that some insights could be gained on time management in the project office.

Survey Findings

In highlighting the survey findings, it will be the goal to keep from getting enmeshed in statistical analysis. Raw data will be presented due to the small sample size and discussion will be based upon the data. Essential to this survey is determining whether or not: (1) project managers have enough time to manage their projects; or (since all project managers have all the time that is available), (2) can the project managers adequately manage the time available. In addition, an effort will be made to determine which activities consume the bulk of the project manager's time. The last question on the survey (the project manager's time management techniques) will be presented last.

Two out of three project managers in the ERC class #76-3 felt they did not have enough time to adequately perform their management duties (see Figure 3 on the following page). The deputy PM's were split 4/4 while the industry representatives both felt they had enough time to perform their management duties. Of the total 18 respondents, 11 felt they had enough time as opposed to the seven who didn't feel they had enough time.

Figure 4 on the following page shows the number of hours that the respondents felt they should spend, versus the number of hours that they

Q. 3: Enough Time to Adequately Perform Management Duties ?

	<u>Yes</u>	<u>No</u>	<u>Total</u>
PM's	1	2	3
Deputy PM's	4	4	8
Industry	2	0	2
Other	4	1	5
ERC Total	11	7	18

Figure 3

actually spent. Also incorporated into this figure is the applicable data from the Laposata data. On the whole, the respondents actually spent almost an hour more on the job than they felt they should. If one adds in the work they take home each night, then they actually spend two more hours on work each day than they feel they should spend on their job. The interesting comparison in the figure below is that the three PM's surveyed spent almost an hour and a half more in the office than Laposata's PM. The amount of work taken home each night was about an hour and a half, though, for Laposata's PM as compared to the hour and forty-five minutes for the ERC Survey.

	<u>Hours Each Day</u>		
	<u>Should spend on the job</u>	<u>Actually spent at the job</u>	<u>Amount spent each night</u>
PM's	11.67	12.00	1.83
Deputy PM's	9.00	10.16	.81
Industry	9.25	10.25	.50
Other	8.80	10.4	.85
Laposata's PM*	—	10.5 *	1.47 *
Weighted Avg. Total	9.42	10.54	.9567

*Has not been incorporated into weighted average totals—for comparison only.

Figure 4

It is apparent from Figure 5 below that person-to-person communications, reading, and meetings consumed the bulk of the project manager's time. These responses are in answer to question 7.

<u>Average Number Hours Spent on Time Consumers Each Week</u>					
	<u>PM's</u>	<u>Deputy PM's</u>	<u>Ind/Civ</u>	<u>Other</u>	<u>ERC Avg</u>
Telephone Calls					
Self-Initiated	3	5	3	3.7	4.1
Incoming	5.3	6	4	4.8	5.3
Correspondence					
Preparation	4	4.8	4	9.4	5.9
Reading/Personal	12	7.5	11	9.1	9.1
Person-to-Person Communications	11.3	6.9	30	12	11.6
Meetings	15.6	9.4	13.8	5.5	9.8
Briefings					
Receiving	8.6	4.9	3.5	3.9	5.1
Preparation/ Presenting	5.6	4.9	7.5	2.3	4.6
Other	5.3	5.1	0	5.4	4.6

Figure 5

The PM's spent over 17 hours a week on TDY as indicated by responses to question number 8. The Deputy PM's and Industry representatives only spent around ten hours a week on trips.

Comments on specific techniques for managing time brought this comment from one Colonel PM: "Nothing very well... limit the time you make available to contractors, reps, or others trying to sell or inform you of something they have that 'might' interest you." In addition, this PM also cautioned against being led into "related diversions." A Navy Captain

Deputy PM said he "got to work early—0700. My productivity is much higher without interruption. Make a work list each morning..." Another PM controlled his time by "Direct my secretary to control my time and access to me... Travel in the evenings... (and) Insist on thorough staffing of all issues so that we can minimize the arguments in my meetings." A GS-15 Deputy PM who is maybe more candid said: "I haven't found any... events of the day quite frequently pre-empt my desires."

Another Navy Captain (apparently from the DC area) who indicated he felt that he should spend eight hours on the job but was actually spending ten had this to say:

"I find that a great number of military officers in DC spend a great number of hours on the job... I spend the first one to two hours of the day at paper work—read/write... In addition I move the paper out of the incoming box, never let it stay more than two hours. By sticking to these simple rules I manage to get the job done and not spend 18 hours a day doing it."

One respondent who has come to grips with his time management problems developed the following log (Figure 6):

Subject → Activity ↓ Study/Analysis	Budget	Technical	Administrative	Personnel	Program	Misc.
Preparation						
Reading/Review						
Meetings/ Discussions incl. telecons						
Miscellaneous						

Figure 6

By analyzing the trends, the respondent determined the proportion of "parasitic" versus "creative" activities and then acted to adjust the proportion to his benefit. He was also able to determine which activities would best be delegated by giving "parasitic" activities to his subordinates. The respondent bases his daily or weekly schedule plans on the results of the time log.

Relationship to Laposata Study

The ERC survey confirms the problem identified by Major Laposata in his study of one PM in that PM's do spend long hours in the job (somewhere between 10-1/2 and 12 hours each day). Laposata went into great detail on a sample size of one, whereas the ERC survey had lesser detail on a sample size of 18, three of whom were PM's. This reflects in part the goal of this study to identify whether or not PM's do spend a large amount of time in their job and also what they are doing about it.

Major Impediments to Effective Time Management by the PM

The survey indicates that 55% of the PM's time is spent in person-to-person communications, reading/perusal, or in meetings. There are no basic differences in the impediments encountered by the PM that are not brought out earlier in the review of related research. One possible exception would be the time demands of the contractors who are "...trying to sell or inform you of something they have that 'might' just interest you." What the survey fails to reveal, however, are any impediments to time management that may reside in the project manager.

SECTION IV

Effectiveness of Time Management Principles

Survey of Section D, PMC #76-2

Appendix B contains the time management training package that was used with Section D, PMC #76-2 on 27 September 1976. The presentation was basically oriented to students in an academic environment that was devoid of the problems, e. g.; phones, subordinates, meetings, preparation of correspondence, briefings, or TDY, that confront managers. In gearing the presentation to the students, the bulk of the emphasis was placed on the procedures outlined in the section entitled Goals, Activities, Priorities, and Schedules covered in Section II of this study.

Survey Findings

The results of the survey from the 11 students who responded were unanimous in their conclusion that the time management principles were helpful in managing their time and thought that they would also be helpful to a project manager. Unknown in this survey is the biasing that may be inherent due to the fact that the respondents were the author's fellow students. An attempt was made to preclude this bias by announcing in the presentation that the responses were to be non-attributive and purely voluntary. Several of the responses were signed by the students, thus leaving some room for doubt as to the bias issue. This may be a minor issue, however; in the interest of this study's validity it was of some concern to the author.

The respondents generally felt that the PM spent about 10.8 hours on the job each day with the range of estimates varying from eight to 14 hours per day. The amount of time most mentioned was 12 hours. The average of 10.8 hours is fairly close to the 12.0 hours the ERC PM's spent each day on their management duties. The closeness of the times may be due to the fact that several of the students have worked in project offices and have had a chance to get first-hand information. All the students believed that managing time was important to a project manager.

The students were asked what they considered the biggest "thief" or time waster of a project manager's time. The comments generally indicated an appreciation for the problems encountered by a project manager. Sample comments are as follows:

Subordinate personnel coming in to "chat"...
Requirement to brief every VIP and feather merchant that comes to town... Answering calls for info from outside sources... Many meetings held routinely but with no real purpose... Responding to higher Hq. Admin. requirements... Answering questions (What if?)... Putting out fires.

The comments with regard to what could be done to control the time wasters of a project manager's time generally responded to the preceding question involving the identification of time wasters. For instance, the individual who surfaced the problem: "Requirement to brief every VIP and feather merchant...", gave as his answer as to how to control this time waster, "Have an information officer with a 'canned' briefing..." Other controlling techniques suggested are reflected in the following comments:

Be sure to set up your office with an outer room for your secretary and use her to "screen" visitors... If a meeting is not really necessary—don't call (or attend) it... I find that by working late periodically, I can get more done... I don't know how to control the above (time wasters)... Use administrative officer/executive officer to screen all incoming demands on PM's time... Make schedules... Travel time can be effectively used... Establish a one hour time period each day which you devote to uninterrupted thinking.

SECTION V

Synthesis: Time Management Principles for the PM

The principles that follow are a synthesis of the literature that was reviewed and the result of the two surveys that were conducted as a part of this study. The principles do not represent a "cookbook" approach to time management, because there is no one best way to manage time.

The first principle consists of understanding the nature of the Pareto Principle and its application to time management. Simply stated, the project manager needs to find those 20% of the items that will yield 80% of the results, and then spend 80% of his time on those items. The identification of those items leads to the second principle.

The second principle involves the determination and prioritization of goals for the project. The project manager should write down exactly what ends he wishes to achieve. All goals should be prioritized as to their relative level of importance with A goals most important, B goals next, and C goals having the least importance. While doing this one must keep in mind the first principle involving Pareto. Then with approximately 20% of the goals identified as A goals, the project manager needs to prioritize the A goals with A-1 being most important, A-2 second most important, A-3 third most important, and so forth.

The third principle consists of listing all activities to accomplish the A-1 goal, all activities to accomplish the A-2 goal, A-3 goal, and so forth. Then the project manager needs to prioritize each of the activities

for the A-1 goal, the A-2 goal, A-3 goal and so forth. Keep in mind that one can "do" activities but not goals. At this point a list of activities should be developed for each of the A goals with A-1.1 being the number one activity for the A-1 goal, A-1.2 the second most important activity for the A-1 goal, A-1.3 the third most important activity, and so on.

The fourth principle is to schedule the A-1 activities into the most productive part of the business time schedule and in "chunks" of time required to accomplish the activity, (i.e. A-1.1: 1000-1015, A-1.2: 1015-1045, A-1.3: 1100-1130, and so forth). These first four principles will be labeled the planning phase of time management.

The fifth principle is to make time for the planning and scheduling of activities (principles 1-4) by following these work procedures (9:46).

1. Delegate everything that is possible to delegate, including meetings and readings. Insure understanding of delegated task.
2. Generate as little paper work as possible; continually question need for reports. Practice waste basketing; avoid the "squirrel complex." Get rid of everything possible as soon as possible.
3. Use "body English" to save precious minutes. Do not sit down in other peoples' offices unless prepared for a long visit. By standing, one communicates a sense of urgency. If sitting, move to the edge of the chair.
4. Get the maximum mileage from your secretary. Insist that people schedule appointments through her and that she is kept apprised of appointments you have made. Let your secretary serve as a "buffer" and "screen" for the numerous phone calls, visitors, and correspondence impinging on you, the project manager. Dictate your letters to her—keep letters short and to the point. Use an electronic dictation system if available.
6. Handle paper work only once. Answer as many letters as

possible on the spot. Avoid memos and a holding file like the plague. Move actions along.

7. Concentrate on one activity at a time.
8. Do not permit telephone intrusion. If the phone rings on the way to an appointment, keep going. If you answer, the pressure will show in your voice, the call will be handled poorly, and you'll be late for the appointment.
9. Cancel or do not attend meetings if there is not a need, if the right people are not going to attend, or the necessary information is not available.
10. Put "waiting time" to good use by reading or relaxing.
11. Plan the activities schedule the first thing during the day while fresh.
12. Develop an appreciation of time management considerations in subordinates by respecting their time (not dropping in unexpectedly). Mention to your superiors and higher echelon staffers the time management procedures you have instituted (e.g., morning meetings: 0800 - 1000, afternoons 1400 - 1445, correspondence, etc.)
13. Distinguish between important and urgent. Urgent is seldom important and the important is seldom urgent.
14. Have a light lunch so as not to get sleepy in the afternoon.

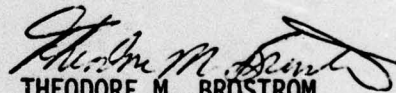
APPENDIX A

20 September 1976

ERC Course Member 76-3

SUBJECT: ERC Survey

1. Attached survey follows the non-attribution policy of the Defense Systems Management College.
2. The survey is to be used as data in my Individual Study Project (ISP) here at the Defense Systems Management College.
3. Upon completion of the survey, please drop it in my distribution box (near the mail boxes) downstairs. I will have the slot clearly marked .
4. Your assistance in this matter is deeply appreciated.


THEODORE M. BROSTROM
Major, AD
PMC Class 76-2

ERC SURVEY

1. Rank/Grade: _____
2. Position: PM ____ Deputy/Assistant PM ____ Other _____
3. Do you have enough time to adequately perform your management duties? Yes ____ No ____
4. How many hours do you believe you should spend each day in your job? _____
5. How many hours do you (on the average) actually spend at your job? _____
6. How many hours (on the average) of work do you take home each night? _____
7. Estimate how many hours (on the average) that you spend on each of the following time consumers each week. Please feel free to annotate the list with any time consumers I have omitted.

TIME CONSUMERS

EST AMT OF TIME (WEEK)
HOURS

Telephone Calls

Self-Initiated..... _____
Incoming..... _____

Correspondence

Preparation..... _____
Reading/Perusal _____

Person-to-Person Communications..... _____

Meetings (3 or more people)..... _____

Briefings

Receiving..... _____
Preparing and Presenting..... _____

Other _____

8. On the average, how many hours do you spend away from your office on TDY/trips each week? _____

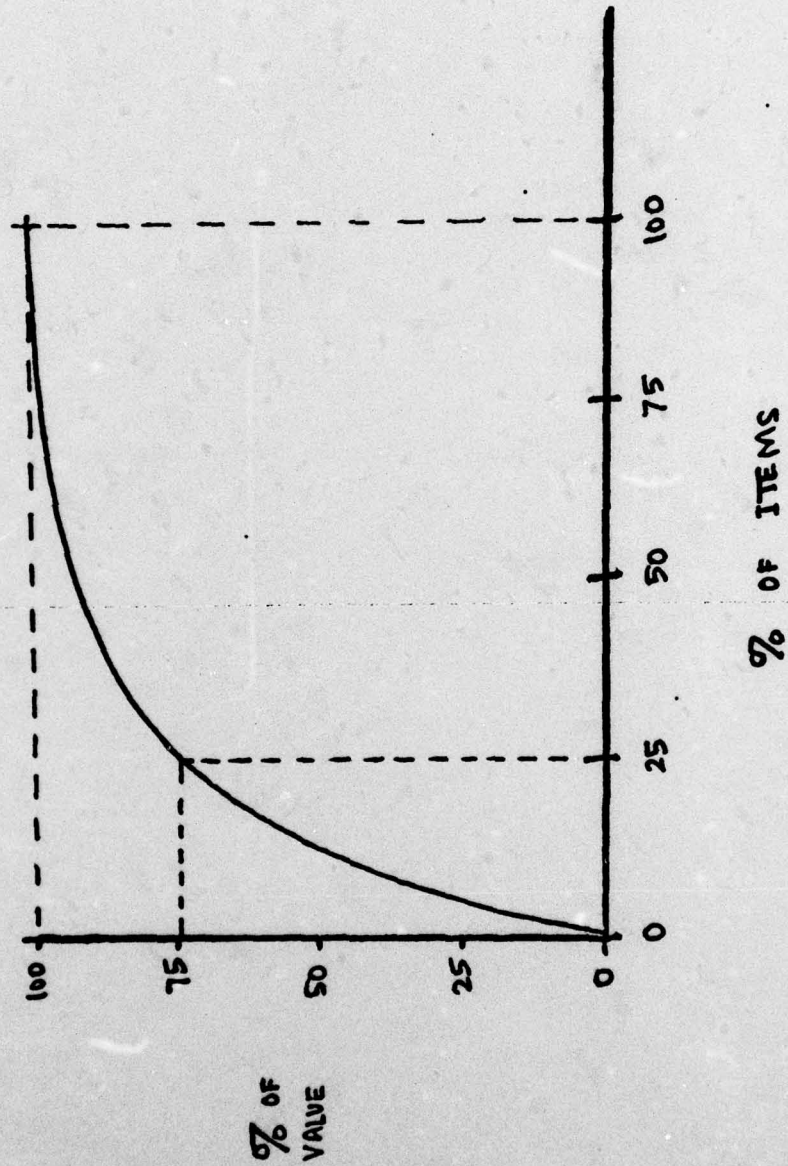
ERC SURVEY (page 2)

- 9. Are there any specific techniques that you use to manage your time? If so, please give a brief explanation below.**

Thank you for your assistance

APPENDIX B

PARETO DISTRIBUTION



GOALS

LISTING

- C Clean Car
- C Clean House
- C New Pool
- B Pretty Yard
- A Physical Health
- B Advanced Degree
- B Private Pilot License
- B Become a Senator
- A Graduate from DSMC
- C Etc.
- C Etc.

PRIORITIZATION

- | <u>A's</u> | <u>B's</u> | <u>C's</u> |
|-----------------------|--------------------|----------------|
| 1. Graduate from DSMC | 1. Pilot's License | 1. New Pool |
| 2. Physical Health | 2. Advanced Degree | 2. Clean House |
| | 3. Pretty Yard | 3. Clean Car |
| | 4. Senator | 4. Etc. |
| | | 5. Etc. |

ACTIVITIES TO ACCOMPLISH GOALS

GOAL A.1.

Graduate from DSMC

3. Write ISP
2. Give "PIT" Bfg
 1. Prepare each Day's lesson
 5. Pass the "Pop" quizzes
 4. Concentrate on Weak Area
 6. Prepare for Mid-Term

GOAL A.2.

Physical Health

1. Purchase Athletic Gear
4. Participate in a sport
5. Be careful of diet
2. Don't Drink
3. Don't Smoke

* Remember you cannot "do" goals — you can only "do" activities.

SCHEDULE ACTIVITIES FOR "A" GOALS

1. Schedule Most Important Activities into Time Available.
2. Schedule the Activities into the most Productive Part of your day.
3. "Do" the Activities as Scheduled.

TIME MANAGEMENT HINTS

1. Fill all the time: Use "waiting time"
2. Control Interruptions
3. Stick to the job: Habit is an enemy if it wastes time
4. Be Realistic: Don't schedule too many activities
5. Delegate if possible; if not, use others to aid
6. Skim reading material — get "high points"
7. Concentrate on only one thing at a time
8. Don't waste time regretting failures
9. Plan your schedule while fresh; or the first thing in the morning
10. Distinguish between "important" and "urgent"

PROGRAM MANAGERS COURSE 76-2
GROUP D: TIME MANAGEMENT SURVEY

1. Have you found the Time Management procedures contained in the handout to be helpful in managing your time?
Yes _____ No _____

2. If you found the procedures to be helpful; to what degree of helpfulness?

Check One

Not too much _____
Somewhat _____
Quite a Bit _____
Very much _____

3. Would these procedures be helpful to a Project Manager?
 Yes _____ NO _____

4. How many hours a day do you believe a Project Manager "puts in" on his job each day? _____ hours

5. Based on your answer to #4; do you believe that being able to manage time is important to a Project Manager?
- Yes _____ No _____

6. What do you believe to be the biggest "thief" or time waster of a Project Manager's time? _____

7. What can be done to control the time wasters or "thieves" of a Project Managers time? Include any techniques or devices you have developed that are different from the procedures that were outlined previously. _____

Thank you!
Ted Grant

ISP Survey: Suspense 5 October 76
Please complete this form and either
give to me (Ted Brostrom) or place in box.

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